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CIA HUMAN RESOURCES PROGRAM

The CIA Human Resources Program has been developed by the Management Training Division, Office of Training, as a basic supervisory training program to assist members of the Agency with management responsibilities to make the best and fullest use of the individuals under their supervision.

This program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than twenty in a group; a one-half hour interview with each supervisor; and a follow-up one hour meeting approximately every six weeks in the future.

It is proposed that the CIA Human Resources Program be instituted office by office and division by division until complete coverage of the departmental staff of the Agency has been achieved. Since this is a compact program, it can be launched with several groups of supervisors at the same time and can spread throughout the Agency relatively quickly. All group meetings are conducted by a member of the staff of the Management Training Division, OTR(G), but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any office of the Agency until an appreciation meeting of approximately one hour has been held with the top policy staff of that office. It is essential that this program have the strong and intelligent endorsement of the AD and his staff before it is instituted in any office in the Agency.

Organization of the CIA Human Resources Program

Group Meeting #1	<u>Management in the Federal Service</u>	1 hr.
Objectives, incentives, and measuring sticks in Government		
Foreign affairs agencies; substantive vs. administrative functions		
This agency		
Management:	getting work done through people	
	the development of people	
	supervisory, administrative, and executive functions	
Discussion of management problems from the experience of the group		
Five functions of management		
Assignments for $\frac{1}{2}$ hr. conferences and for next group meeting.		

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Individual Conferences  $\frac{1}{2}$  hr. x the number of supervisors

A one-half hour individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor notes on a 3x5 card for each employee in his unit the following information: length of time in the Agency, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

Group Meeting #2      Management Principles and Problems      1 hr.

Management problems noted to date

Five functions of management in review

Discussion of five key principles of management and their application here

The effective manager in Government

Assignments for the next two group meetings.

Group Meeting #3      Developing a Strong Team      1 hr.

Under what conditions do people do their best ?    How do we get the best out of people ?

Discussion of the meaning of democratic administration

Analyzing, explaining, and evaluating management

Assignment for the next meeting.

Group Meeting #4      An Action Program      1 hr.

Incidents in management, - examples of good and bad management

Improving management in this agency

Plan for the first follow-up meeting in six weeks.

This compact program is designed to focus attention upon the human relations factors that are basic in effective management, and to serve as the foundation for other supervisory training programs that may be developed to meet specific needs.

The supervisor, the middle man in operations, is recognized to be the key man in management.